

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

SEPTEMBER - OCTOBER 2000



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at mobag issues**

**An ounce of PHA,
a pound of cure**

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Cover

B-2 stealth bomber
escorted by F-117 stealth fighters.

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Expeditionary Aerospace Force

The scorecard has us winning, with more work yet to be done

Almost one and one-half years ago, I wrote an article for *TIG Brief* on the emerging Expeditionary Aerospace Force concept as seen through the eyes of an airman at wing level looking up. Since the success of this concept is so fundamentally crucial to our Air Force's future, I thought it would be useful to update you on how far we have come on the five key points I made at that time.

But first, a reminder on why EAF — it's still about meeting worldwide commitments. *Expeditionary* means being ready to deploy from my assigned base, primarily but not exclusively in the United States, to a foreign location when it's my unit's time "in the barrel." *Aerospace* means integrating various capabilities of air and space into a *Force* package we call an Aerospace Expeditionary Force (AEF). This transformation is intended to prepare the Air Force to meet the needs spelled out in Joint Vision 2020 and the updated Air Force Vision.

So, now the EAF scorecard:
▼ The first point was *stability* ... knowing what AEF I am assigned to and what part of the 15-month cycle I am in.

In December, we will complete AEFs 9 and 10 and start the second cycle. So far, we have stayed on schedule. All fighter and bomber squadrons, except those in Korea and

some airlift units, are now aligned with a specific AEF. We are working to smooth out remaining deviations. One of the things we have done to reduce the demand on airlift is to share some squadron equipment.

▼ The second point was *burden sharing* ... spreading the wealth to make EAF a Total Force effort.

The Reserve component has integrated into EAF very nicely and now assumes approximately 11 percent of the expeditionary combat support tasking and approximately 25 percent of the AEF aviation package. We are making maximum use of volunteers with tours varying from 15 to 90 days. Because of the limited availability of our reserve and guard forces, we have accommodated tours as short as 15 days and set up "rotator" flights to flow the forces and keep employer commitments.

▼ Point three was *teamwork*.

The AEF Center, Langley AFB, Va., is increasingly coordinating the various components of each AEF and making sure they are well-trained as a team and ready to go when it's their turn.

One area in which there has been a lot of progress is structuring and assigning unit type codes to present trained teams, particularly in expeditionary combat support. We're modularizing UTCs into smaller building blocks. The AEFs on call now consist of approximately 95 percent standard UTCs where, in the past,

we had many more ad hoc taskings.

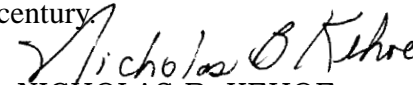
▼ Point four was *versatility* ... going wherever I am needed to meet global requirements.

The Mozambique flood relief effort was a good example of a short-notice, across-the-spectrum response. We can be certain there will be more "pop-up" taskings in the future.

▼ Finally, *support* ... the manpower to augment areas that get pulled out for deployments most often.

As promised, 2,600 manpower positions were added to the books this fiscal year and another 3,200 will be added in fiscal 2001. These positions were added specifically to support the EAF concept. Keep in mind, while we have added the manpower positions, it will take some time to recruit, train and experience the people to fill those positions. And, of course, we need to retain them, too.

So, overall, there is primarily a good news story to tell. We've come a long way, but there is much work to be done and many challenges to overcome in order to keep faith with the troops. We're off to a good start in ensuring America's Air Force is a powerful and ready force for global engagement in the 21st century.


NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General



The Expeditionary Aerospace



F. Whitten Peters
Secretary of the Air Force

What have we learned after rotating through 80 percent of the inaugural Expeditionary Aerospace Force 15-month cycle?

For starters, after climbing a steep learning curve through the first three deployments, we learned the EAF construct works. However, there is still much to be accomplished in smoothing out the overall flow and construct for the EAF vision.

The EAF/AEF construct

By now, everyone has been exposed to our vision of the Air Force being divided into 10 equally capable Aerospace Expeditionary Forces (AEFs) eligible for one 90-day deployment each 15-month cycle.

To make this work, we must identify and define the units that will support each AEF. This has required us to convert unit type codes (UTCs) from larger major

theater war response packages to leaner, modular, scalable UTCs. This work is in progress.

We also need to capture a larger percentage of the Air Force population into the AEF construct. Of the 360,000 active-duty Air Force men and women, only 231,000 are currently carried on the books as deployment-eligible; of these, only 120,000 are currently assigned to a UTC.

We obviously need to understand why we have such large differences in these numbers. To get that understanding, General Ryan and I have tasked our headquarters staff to conduct a full census and analysis of all career fields, to update requirements, validate assignments, ensure correct CONUS/OCNUS ratios and provide candidates for future UTCs.

We are also continuing the reengineering programs that have so far allowed us to transfer some 3,000 airmen from non-deploying to



deploying status, and will allow about 3,000 more to be transferred next fiscal year.

The ultimate goal is to ensure that we spread the workload of deployments equitably over as many members of our Air Force — active, Guard and Reserve — as possible so that we reduce individual deployments as much as possible.

Total force package

The successful integration of our Air Reserve Component (ARC) has been vital to the success of the AEF construct.

With an initial commitment to fill 10 percent of the AEF forces, the ARC has come on-line by contributing more than 24 per-

e Force: One cycle later

cent of the total AEF aviation packages and 10 percent of the overall expeditionary combat support (ECS).

Through their participation, the Air Force Reserve and Air National Guard have provided both experienced warfighters to the theaters and much needed relief to what would have been overly-tasked active-duty personnel. Truly a Total Force package success story!

Training as an AEF

Another opportunity the AEF construct provides is the ability for AEFs to train as a force prior to theater deployment.

Predictability brought on by the AEF 15-month cycle provides the opportunity for major exercises such as RED FLAG to become a training ground for AEFs during their 10-month training period.

We are also trying to get AEF-centered teams through other timely unit training events, such as the field training provided by the Air Mobility Warfare Center, Fort Dix, N.J.

Trained, integrated, responsive AEF teams will be the end product of these not-so-distant future exercises!

Making it better

We need your help to improve AEF deployments! As we continue to support small-scale contingencies throughout the world, airmen routinely come up with unique methods to do the job better, faster and with greater precision.

We are a team; do not keep your good ideas to yourself. Share them with the airmen who will replace you during the next rotation. Send your good ideas up the chain and submit your lessons learned. By submitting lessons learned from your experiences at deployed locations, you'll improve things for yourself and all the airmen in similar positions.

AEF notification

A learning process, we seek to provide constant improvement and service to our units.

A true success story is the significant improvement in notification to units. Planning for the second 15-month AEF cycle began in March 2000 — nearly nine months prior to the start of cycle 2.

The goal was simple — provide units at least 120

days' notice of specific AEF taskings within the overall 90-day rotation period. Although some issues remain, we met that goal by providing taskings for AEFs 1 and 2 to units on July 17. This is a marked improvement over the first cycle, when units were notified mere weeks before a deployment.

The end result is that our units, individuals and their families can now plan and commit for the future.

Where do we go from here?

As I mentioned at the very onset of EAF implementation, the conversion to the Expeditionary Aerospace Force is a journey, not an end. As the Air Force continues to evolve, newer concepts and approaches to getting the mission accomplished will undoubtedly surface.

One thing we already knew: our outstanding Air Force men and women will accomplish the mission regardless of how we are scheduled and organized; however, the EAF construct is providing a solid ground on which to use our high-value resources in a more responsible manner. ♦



FRAUD IN THE AIR FORCE

Maj. Steve Murray AFOSI/PA

False Claims

Subject: A Department of Defense contractor

Synopsis: Based on an internal investigation, a Department of Defense contractor voluntarily disclosed that they had failed to properly test the seams of collapsible fuel bladders manufactured for the Army, Marine Corps and Air Force. The contracts were valued at more than \$5.4 million.

The improper testing failed to identify several bladders that ultimately ruptured and were damaged beyond repair.

Result: Based on their internal investigation and the follow-up joint investigation by Air Force

Office of Special Investigations and its sister agencies, the contractor agreed to a settlement of cash and equipment valued at nearly \$1.3 million.

False Statements

Subject: A major Air Force contractor

Synopsis: Information provided in a "whistle blower" lawsuit disclosed a major Air Force contractor was failing to adequately heat treat critical aluminum aircraft parts.

A joint investigation between AFOSI and sister investigative

agencies disclosed the failure was due to improperly calibrated and certified ovens. This resulted in the production of parts that failed to meet the tensile strength required by military specifications.

Result: The contractor paid \$570,000 to the U.S. Treasury to settle the case.

False Claims

Subject: A Department of Defense subcontractor

Synopsis: A former employee of the contractor provided information that indicated the company had failed to properly test various electronic components for the F-15 and F-16 as required by the military specification.

AFOSI investigative activity showed the contractor forwarded claims for payment based on the false certification that testing had been completed as prescribed.

Result: The U.S. Treasury was paid \$275,000 by the contractor to settle the claims. ♦

Editor's note: Our thanks to Major Murray for his contributions to TIG Brief. We wish him well on his next assignment and welcome his replacement, Maj. (select) Michael Richmond, DSN 857-0989

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

Recent Audits

Mr. Ray Jordan AFAA/DOO

Housing Maintenance Contract

Due to the successful working relationship between the auditors and management, this report of audit needed no recommendations.

Instead, the management corrected all deficient conditions during the audit.

Auditors discovered that the quality assurance surveillance plan (QASP) was not properly developed, and the quality assurance evaluator (QAE) did not correctly document all inspections. The QASP is used to inform the QAE of the expected performance level and identifies how the Air Force will perform the inspections. Furthermore, accurate documentation is necessary to show that inspections were accomplished and to document any non-performance by the contractor.

The QAE promptly began recording the actual dates and times the inspections occurred. Contracting personnel initiated additional corrective action to ensure inspections were properly accomplished. The auditors also found that the contractor did not

request appliance replacement in writing, notify the QAE before replacing appliances under warranty or adequately complete work orders. These contractual requirements protect the government's interest and must be followed to ensure that those interests are secured. (*Report of Audit WS000044*)

Corrosion Control Program

The purpose of the program is to provide for the prevention, early detection, reporting and repair of corrosion damage to aircraft and aerospace ground equipment, which represents a significant amount of Air Force resources.

AFAA auditors found that an airlift wing did not perform the required clear water rinses within 15 days after seven of 42 missions over or near salt water.

Also, they found the wing could not provide documentation to support 187 of 1,387 contractor cleaning services requested and performed (\$10,508 of the \$114,749 worth of services provided). The timely rinse of aircraft helps preclude corrosive damage environments and proper

documentation protects both the contractor and the government from unnecessary disputes.

During the course of the audit, management implemented actions that corrected the conditions identified by the audit. (*ROA ELO000074*)

Tool Control

In a recent audit at an Air Force Materiel Command depot maintenance center, auditors disclosed four aircraft and a support product directorate had serious quality and safety issues needing improvement.

Their review disclosed tool kits were missing tools, but no missing tool reports were filed; tool boxes were not set up to properly store tools; mechanics' tools were not traceable to a tool kit because all the tools were not marked; and kits had excess and unauthorized tools.

In addition, mechanics and supervisors (including contractor personnel) had not performed required tool inventories, and tool kits did not have the required original and supplemental inventory listings on file.

Management's corrective actions should help decrease the potential for foreign object damage associated with hand tools and reduce the overall cost associated with the 4,222 individual or composite tool kits valued at more than \$23 million. (*Report DR000025*) ♦

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to reports@pentagon.af.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at www.afaa.hq.af.mil.

What true leadership is all about

On behalf of the Inspector General community, I would like to thank you, Lt. Gen. Kehoe, for the dedication and professionalism you have brought to the IG business.

Since you first took the reigns in October 1998, you achieved every goal you set, from refining Mission Essential Task Lists to reinforcing the importance of IG training. All of this has led to increased credibility for commanders and airmen in the field. You have been essential in educating airmen about the structure and importance of the Expeditionary Aerospace Force and have been instrumental in leading the IG system through this transitional process. And, your personally penned "From the Top" messages have enriched our understanding of today's and tomorrow's Air Force.

Above all else, you have shown us what true

leadership is all about — caring for people. It has been a privilege and honor to serve with you. Our most humble thanks for your dedicated contributions to the IG world and for 34 years of devoted service to your country. You have been the model of our core values — Integrity First, Service Before Self and Excellence in All We Do. We wish you and Paula all the very best as you move into the next chapter in your lives — retirement.



Robert Winner
Maj. Gen. Robert Winner

The Deputy Inspector General



History Brief

On this day ...

... in September

Sept. 17, 1908: Lt. Thomas E. Selfridge becomes the first person killed in a powered aircraft accident when a Wright Flyer crashes at Fort Myer, Va. Orville Wright, at the controls, suffers serious injuries.

Sept. 25, 1918: Capt. Eddie Rickenbacker of the 94th Aero Squadron attacks seven enemy aircraft, shooting down two near Billy, France, and is awarded the first Medal of Honor for air activity.

Sept. 18, 1947: The Air Force is established as a separate service, with W. Stuart Symington as the first secretary. Gen. Carl A. Spaatz, commanding general of the Army Air Force, becomes the first chief of staff on Sept. 26.



Sept. 24, 1987: The Air Force Thunderbirds fly for a crowd of 5,000 in Beijing. It has been nearly 40 years since a U.S. combat aircraft flew over and landed on Chinese soil.

... in October

Oct. 26, 1909: Lt. Frederick E. Humphreys becomes the first Army pilot to solo in the Wright Military Flyer at College Park, Md.

Oct. 11, 1910: Former President Theodore Roosevelt becomes the first chief executive to fly. He goes aloft as a passenger in a Wright biplane over St. Louis.

Oct. 28, 1924: Army Air Service airplanes break up cloud formations at 13,000 feet over Bolling Field, D.C., by "blasting" them with electrified sand.

Oct. 8, 1940: The Royal Air Force announces formation of the first Eagle Squadron, a Fighter Command unit to consist of volunteer pilots from the United States.



HSIs

The Air Force Inspection Agency, as the principal action arm of the SAF/IG's inspection system, conducts Health Services Inspections. HSIs are compliance inspections of the medical programs and facilities of active-duty and Air Reserve Component units. Below are trends of findings found during recent HSIs, as well as best practices found by inspection teams to be of exceptional value to the unit and worth emulating by other Air Force organizations.

The nature of inspection today is to help identify improvement opportunities. Inspectors do this in a manner consistent with the philosophy of *constructive engagement*. The intent is to leave each unit better for having had a Health Services Inspection. Inspectors sometimes find leadership failure for many deficiencies, but just as often they document how successful units succeed.

Inspectors sometimes hear the following reasons for not meeting mission criteria or inspection requirements: "optempo," "our plate is too full," "staffing shortfalls" and "inexperienced junior personnel." In today's Expeditionary Aerospace Force, most units can point to one or more of these as part of their environment.

The truth is, most units do succeed despite these challenges, and some have steeper challenges, greater optempo or more junior staff than those who rationalize failure. Here, then, are two success stories:

119th Medical Squadron Fargo, N.D.

If any unit could claim a full plate, high optempo or insurmountable odds, the 119th Medical Squadron in Fargo, N.D., is entitled.

This Air National Guard unit was displaced via natural disaster, dealt with regional flooding, had to meet deployment mission requirements, experienced significant personnel turnover and was still unpacking boxes when the HSI team showed up. Yet, they received the highest possible rating.

The 119th MDS assessed mission requirements, prioritized what needed to be done and what could be done, then did the most important things first. Nothing was overlooked, but some things just were

not top priorities. Personnel were held accountable and some were asked to leave the unit if they weren't going to be part of the team.

Communication was key and everyone in the unit from the newest, most junior member, to the commander knew what the current priorities were, who was working on what, and what should be done next.

81st Medical Group Keesler AFB, Miss.

The 81st Medical Group, the Air Force's second largest medical center, also received the highest possible rating on their inspection.

They succeeded despite its huge size, unique training mission, considerable readiness requirements, high optempo and significant funding shortfalls in equipment and real property maintenance program. Like the 119th MDS, they knew what had to be done and personnel were held accountable for performance.

Leadership throughout the organization was involved in key processes. Communication was open and effective.

These units had one very important trait in common, a trait noticed by each inspector and seen in most every other successful unit: No one blamed failures, regardless of how significant or insignificant, on anything beyond their control. Even problems outside the scope of their control were prioritized, communicated and followed through with higher headquarters. A common-sense approach to meeting mission requirements, and a lesson for all. ♦

— Contributed by Lt. Col. Scott Graham,
AFIA/SGI, DSN 246-2555



Mobag

Asset

Management

*An Eagle Look
gets a firmer grip
on a readiness issue*

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A major review of mobility bag management and its impact on readiness is expected to result in a number of improvements throughout the Air Force.

The management review, operationally termed an Eagle Look, was conducted by a team from the Air Force Inspection Agency, the action arm of the Air Force Inspector General.

AFIA undertook the Eagle Look at the request of Air Mobility Command. The review culminated in a written report,

“Management of Mobility Bag Assets,” which was published in August.


AMC’s primary concerns centered on unit management of mobag assets and the degree of accountability and reporting, which could impact the availability of serviceable equipment for deployed personnel. The AFIA team’s objective was to assess the effectiveness of mobag asset management and its impact on readiness.

Key assessment areas were:

- Policy and guidance

- Program management
- Resources
- Readiness

The team interviewed more than 750 people at 35 active-duty, reserve and guard installations and six major commands, and distributed questionnaires to the remaining Air Force installations. Interviewees included wing commanders, vice commanders, mobility planners, civil and bioenvironmental engineering, supply, unit deployment managers, exercise evaluation teams and deployed personnel.



The Eagle Look team's conclusions involved:

- Asset management
- Funding requirements
- Redistribution efforts
- Asset shelf life and serviceability
- Training
- Mission impact

Oversight and emphasis at all levels of wing leadership are essential to improving the mobility bag process, according to the Eagle Look team.

Where wing, group and squadron leadership made mobility a priority:

- There was greater visibility over wing mobility gear and funding for shortfalls was given a higher priority.
- Mobility bag contents were inspected during quarterly exercises and actions were initiated to correct discrepancies.
- A sense of urgency reflected the wing's readiness.

In the report, the team makes a number of observations aimed at improving the overall management of mobag assets.

The Air Staff will now work with the major command headquarters to improve policy and guidance, provide training to unit mobility bag managers, and increase oversight and emphasis in the mobility bag management process. ♦

Mobag ABCs

Mobility bags contain the equipment and clothing necessary to support deploying Air Force personnel during contingencies, exercises, humanitarian missions and war.

There are three types of standard bags:

A or general purpose bag which contains the sleeping bag, mess kit, helmet, first aid kit, etc.

B or extreme cold weather bag includes items such as the parka, mukluks and socks.

C or Chemical Warfare Defense Equipment (CWDE) bag for overgarments, gas mask, filter, hood, overboots, decontamination kit and gloves.

Commanders are responsible for ensuring all mobility bags contain the correct serviceable items in the correct quantities for the readiness and survivability of their deployed airmen.

Doing it right

The mobag Eagle Look team found a number of opportunities to improve mobag management. Here are just a few, many of which are already being done in the field:

- ▼ **The Innards:** Inspect the contents of mobags during quarterly exercises. Don't just verify that bags are palletized correctly.
- ▼ **Formal meetings:** Unit mobility bag managers should conduct regular meetings, complete with minutes. This ensures they have the latest shelf-life data.
- ▼ **A / B bags:** Many unit mobility managers had no process to identify A or B bag shortages and excesses. The result was that units could not report mobility asset status to supply, so supply couldn't make redistribution happen.
- ▼ **Be aware:** At some bases, supply was not aware of all units that maintained mobility bags. This had two negative effects: Supply could not disseminate shelf-life information and unit mobility managers (UMMs) never received information needed to conduct serviceability inspections.
- ▼ **Check those masks:** Institute a procedure to ensure individuals who are issued masks inspect them twice a year.
- ▼ **Learn MICAS:** As bases implement the Mobility Inventory Control and Accountability System, they can find answers to their questions at this web site managed by Air Force Materiel Command: www.afmc-mil.wpafb.af.mil/HQ-FMC/LG/LSO/LOA/apple/micas.
- ▼ **Make mobag asset management a priority:** The picture improves dramatically when leadership at the wing, group and squadron levels gets involved. For example, adequate storage facilities are provided, a wing readiness council resolves mobag concerns, and leadership ensures personnel turn in, on short notice, expired and unserviceable chemical warfare defense equipment items.

Lessons, best practices from the field



Risky business

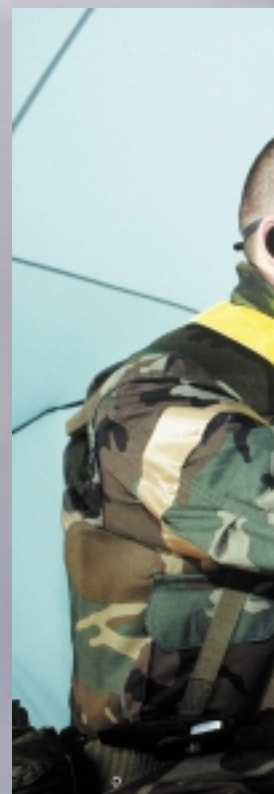
The flight safety and flight surgeon's offices at Tinker AFB, Okla., teamed to introduce a risk assessment program.

The program identifies personal and mission risk factors and assigns each with a numerical value. Personal risk factor scores must be annotated on flight orders prior to a crew's mission brief. The aircraft commander and mission crew commander also numerically score mission risk factors. Missions with high numerical factors need to be approved by squadron, operations group or wing commander, as necessary, depending on mission-risk score.

Personal risk factor analysis attempts to objectively score each crewmember's ability to fly a given mission. Mission risk factor analysis gives crew and squadron leadership the ability to objectively score mission parameters with crew experience and abilities. If mission risk is scored high enough, wing commander approval may be necessary or more experienced crewmembers may be substituted.

Honest personal and mission factor assessments result in a greater guarantee of crew performance and mission accomplishment in training and combat environments, according to the program's developers.

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Construction review reconstructed

Reviewing construction projects at Davis-Monthan AFB, Ariz., used to be an expensive, time-consuming process.

Under the old review process, drawings and other documents were reproduced and distributed through the mail to other wing agencies involved in the project.

Now, using the base's Intranet, project review is done electronically. By using a basic reader program, documents and drawings are bundled into an easy review format.

A direct savings from reduced reproduction costs of nearly \$700 per project has been immediately realized. Additionally, there is a time savings because there are no hard copies of the documents to deliver and project documents can be provided to any number of recipients at no additional cost.

*Ms. Tina Gonzales
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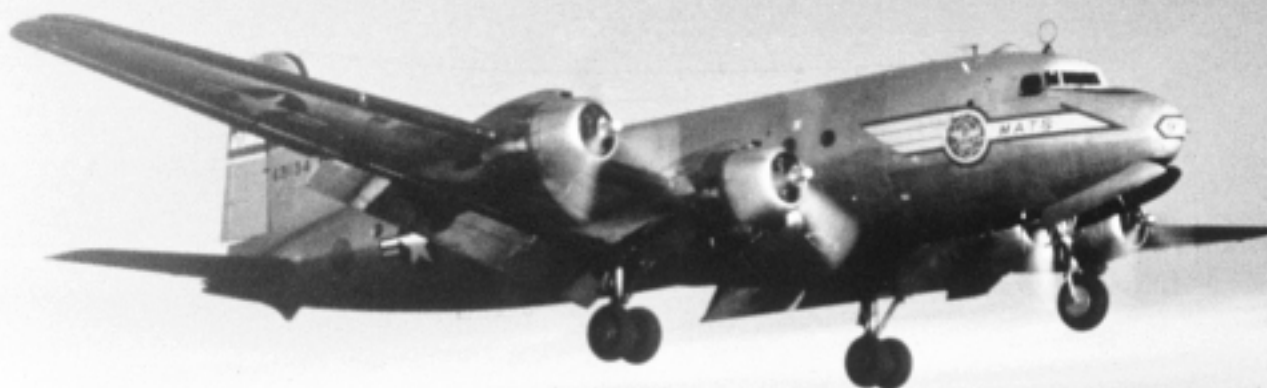


Got weather?

At March ARB, Calif., the weather flight has developed and implemented several comprehensive training packages for its people to improve forecasting skills.

The forecasters' challenge packages don't just concentrate on the local region. Instead, they hone their forecasting skills on areas around the world where their aircrews could deploy. The most accurate forecasters earn quarterly unit recognition. Since the implementation of the quarterly forecast challenge packages, forecasters are better prepared for their mission during their annual training and during deployments to other areas of the world.

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The new symbol: Don't vary the variations



The new U.S. Air Force symbol comes in a number of variations, but that doesn't mean it can be modified to suit someone's artistic whims.

For example, "U. S. Air Force" must remain as is. The type must not be stretched or distorted, and it must remain below the symbol.

For more on proper use of the symbol in print, on plaques and even in slide presentations, go to www.af.mil/airforcestory to get to *The U.S. Air Force Symbol — Guidelines for Use*.

U.S. AIR FORCE

Preventive Health Assessment



The 'P' can
also stand
for *priority*

Mr. John Clendenin john.clendenin@kafb.saia.af.mil DSN 246-1864

The Air Force puts a premium on preventive health care these days. That emphasis is heavy and getting heavier.

A couple of years ago the Put Prevention Into Practice program gave birth to Preventive Health Assessment. PPIP remains the PHA's parent program, but now PHA has found its own place in the world.

The PHA push has grown in importance because it has everything to do with keeping troops flying and fighting in the Aerospace Expeditionary Force. The assessment program supports Medical Readiness, one of the Air Force Medical Service's strategic pillars.

The PHA attempts to cover every inch of an airman, from mental health to lifestyle to current physical condition to the special challenges posed by a given specialty and workplace.

Here are some key points about the PHA:

- Accomplished once a year for every active-duty member during

the birth month, whenever possible.

- Attempts to minimize the number of return trips to the military treatment facility.

- Does not necessarily involve a physical examination. The PHA nonetheless can give a clear vision of how healthy an airman will be months after the assessment.

Here are some measures of the PHA program's growing stature:

- An Air Force instruction devoted to PHA is in the works.

- The Air Force Inspection Agency's Medical Operations Directorate devotes two entire elements of its inspection guidelines to the PHA. The guidelines are part of the HSI (Health Services Inspection), as AFIA's compliance inspection is called. One of the PHA elements concerns clinical and administrative requirements. The other concerns how well the program is being carried out.

- Other inspection guideline elements reference the PHA frequently – more than a dozen times, in

fact – indicating how integral the PHA has become.

- The flight physical is now considered part of the assessment program.

The Air Force expects the PHA effort to affect every troop directly. For an active-duty unit to score well on the PHA compliance element, at least 80 percent of personnel requiring PHAs must have completed the necessary exams within the past year.

The PHA applies to the Build Healthy Communities pillar, one of four pillars erected by the Air Force Medical Service. The pillar's associated strategies are intervention and prevention. AFMS champions two goals in support of Healthy Communities:

- Lead comprehensive and integrated programs of disease prevention, health promotion and fitness.
- Optimize health, safety and performance.

The PHA is a "healthy outcome" of an evolution that has seen the Air Force shift the accent from *intervention* to *prevention*. ♦

WHEN SHOULD THE WING IG BRING THE JAG INTO THE PICTURE?

Col. Gary Leonard USAFR
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During an inspector general investigation at the installation level, when is it prudent for the IG to consult with the staff judge advocate? And when *must* the JAG act?

The IG acts under Air Force Instruction 90-301, *Inspector General Complaints* (the latest version is dated Aug. 12, 1999). The instruction generally makes the IG responsible for the receipt, processing, conduct and quality review of IG investigations.

What does the installation IG investigate? First, exclude the type of matter not appropriate for the IG. The IG does not investigate criminal matters, referring them to the Office of Special Investigations, the Air Force's criminal investigative branch (AFI 90-301, chapter 2, paragraph 2.4.3).

Other than criminal matters

and other matters listed in AFI 90-301, attachment 1, paragraph 1.3, the scope of IG investigation matters is somewhat open-ended. These areas include but are not limited to fraud, waste and abuse and mismanagement.

For example, let's assume a non-criminal matter. The IG reviews the matter in accor-

dance with the first four of the 14 steps of the com-

plaint process. (Table 2.1 in the AFI lists all 14.) In this phase the IG determines whether to investigate using IG resources alone (a category I investigation) or to appoint an investigating officer to pursue the allegations (category II).

Category I investigations

address matters resolved through interaction

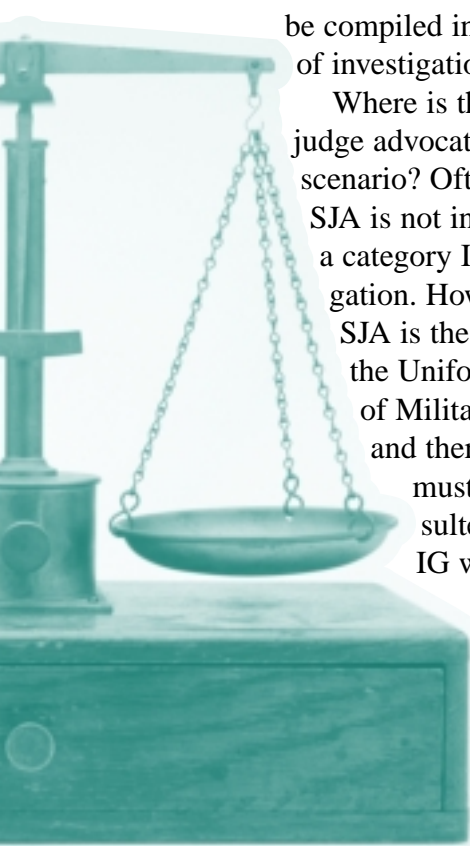
with other staff functions. For instance, an individual goes to the pool and finds it closed when it should be open. He goes to the IG, who finds out that the pool had drainage

problems, forcing it to close. The IG then briefs the complainant as to the problem and how the gym plans to solve it.

Category II investigations are more complex. For instance, allegations of misuse of authority can result in the IG determining that the issues require a hearing with formal collection of evidence, sworn testimony and documentation of findings. The findings would

***'The installation IG
and the SJA
are a team.'***





be compiled in a report of investigation (ROI).

Where is the staff judge advocate in this scenario? Often the SJA is not involved in a category I investigation. However, the SJA is the expert in the Uniform Code of Military Justice and therefore

must be consulted by the IG when there

is a question as to whether a matter is criminal.

In a category II investigation the SJA assists in framing allegations in accordance with the proper legal standard, framing witness questions, and ensuring advisement of individual rights prior to any interview.

In a category II investigation the IG should ask the SJA to provide a JAG to work hand-in-glove with the investigating officer. If available, the JAG is a member of the team and should sit in on all interviews and keep the process free of any procedural miscues. The JAG should ensure all appropriate witnesses are interviewed and relevant evidence obtained. This will ensure the investigation will be “legally suffi-

cient” and not sent back by higher headquarters for reinvestigation.

Finally, one of the most important roles of the base SJA is to review the final product of the investigation, the ROI. The formal legal review will be for “legal sufficiency.” That is, do the facts support the investigating officer’s conclusion? The SJA will determine if the preponderance of evidence supports the findings and recommendations of the investigating officer.

The installation IG and the SJA are a team. The more complex the matter, the more closely the two must work together. ♦

Pamela Noyes contributed to this article.

Ask The IG

Q: *Will the IG investigate a complaint about fraternization or an inappropriate relationship? Will the IG investigate my Tricare complaint?*

A: We may, but normally we would refer these types of complaints to the appropriate command channel or functional staff. The IG system is designed to investigate alleged violations of procedure, policy or regulation, as well as fraud, waste and abuse issues. Whenever an established grievance channel exists to deal with certain types of issues, the IG will typically refer complaints to this channel. Normally, commanders are best equipped to deal with fraternization and inappropriate relationship matters within their units. The local Tricare Benefits Service Office is normally best suited to handle Tricare complaints. They have the technical expertise to respond in both a timely and appropriate manner to an Air Force member’s Tricare issue. Table 2.5 (page 36) of AFI 90-301, *Inspector General*

Complaints, lists the types of complaints not normally handled by the IG system and includes which agencies normally do handle them.

Q: *Is a complaint to a first sergeant a protected disclosure?*

A: The short answer is no. When the Whistleblower Protection Act was passed, the Air Force decided that, within the Air Force, only commanders with UCMJ authority and IGs could receive “protected disclosures.” I discussed this with the Air Force senior enlisted leadership last year and it was felt generally that first sergeants should NOT be included because one of their primary roles — providing advice and counsel to the enlisted members in the unit — might be jeopardized if they became entangled in receiving “protected disclosures.” This way first sergeants maintain the flexibility to listen to complaints informally then refer their people to the commander when they deem it appropriate.

Proof Analysis

Literally, a framework for investigation

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Defining Proof Analysis

A proof analysis identifies the evidence needed to prove an allegation, shows how the evidence fits in the overall case and highlights weaknesses in the proof. It also provides a useful reference outline for the analysis section of the report of investigation.

Investigating officers can use this fundamental tool of trial lawyers as a framework for efficiently conducting full, fair and accurate investigations.

A proof analysis must be built on clear, concise, accurate allegations. (See Col. George Clark's article on drafting allegations in *TIG Brief*, July-August 1998). An allegation is a factual proposition to be proved or disproved by the evidence gathered during an investigation. It should include the who, what, when, where and how of the alleged wrongdoing as well as the law, instruction, procedure, policy or standard that was violated. The proof analysis flows naturally from clearly drafted allegations.

With the allegation as the foundation, the proof analysis provides the framework that shows where the evidence fits. It is built on the allegation's individual components of who, what, when, where and how. These components or elements of the allegation are separately listed in a proof analysis table that shows the types of evidence needed to prove each element.

The proof analysis will evolve as the investigation progresses and

additional evidence is found.

Properly constructed, the proof analysis will provide both an evidentiary framework for the investigation and a comprehensive outline for the final report.

Separating the Allegation into Elements

The first step in building the proof analysis is separating the allegation into its factual elements. Each separate element should allege only one fact to be proved or disproved. If a preponderance of the evidence falls short of proving any of those facts, the allegation is unsubstantiated. For example, assume the following hypothetical allegation:

Col. Goodtime, ACS/CC, improperly allowed the consumption of alcoholic beverages on government property on official time during the squadron Fun Day held on base on 6 June in violation of AFI 34-219, *Alcoholic Beverage Program*, and the Wing Supplement.

By breaking the allegation into individual elements, the facts necessary to substantiate it become apparent:

1. that Air Force Instruction 34-219 and the Wing Supplement place certain restrictions on the consumption of alcoholic beverages;
2. that the ACS Fun Day was held on base during duty hours on 6 June;
3. that Col. Goodtime allowed consumption of alcoholic beverages during the Fun Day; and

4. that Col. Goodtime violated AFI 34-219 and the Wing Supplement by allowing consumption of alcoholic beverages at the Fun Day.

The proof analysis table is built using these individual elements of the allegation.

Building the Proof Analysis

The second step is constructing a table that lists the individual facts to be proved or disproved as well as the types of evidence to be used. The number of rows depends on the number of facts or elements needed to prove the allegation, and the number of columns correlates with the type of evidence used to prove each element. Using the above example, the proof analysis table will have five rows and four columns: a row for each element plus the headings, and a column each for elements, testimony, documents and objects.

The proof analysis table is an evolving document. You'll add to the table as the investigation uncovers more evidence, but get started by putting in the pieces with information from the complaint and by anticipating the sources of evidence necessary to prove each element. A witness or item of evidence that proves more than one element should be listed separately with each element. Finally, using the suggested ROI tab format found in AFI 90-301, *Inspector General Complaints*, Figure 2.3, give each item of evidence a preliminary exhibit number.

Table shows a proof analysis for the sample allegation

Elements of the Allegation	Testimony	Documents	Objects
1. That AFI 34-219 and the Wing Supplement place certain restrictions on the consumption of alcoholic beverages	OPR, AFI 34-219 and Wing Supp. (D3)	AFI 34-219 (E1) Wing Supp. (E2)	
2. That the ACS Fun Day was held on base during duty hours on 6 June	Complainant (D1) Subject (D2) Ms. Sanders (D4) Lt. Col. Yeats (D5)	Wing Duty Hours (E6)	Squadron Poster (E3) Base Map (E4) Photo of Fun Day (E5)
3. That Col. Goodtime allowed consumption of alcoholic beverages during the Fun Day	Complainant (D1) (Subject (D2) Ms. Sanders (D4) Class VI manager (D6)		Photo of liquor bottle (E7) Liquor bottle label (E8)
4. That Col. Goodtime violated AFI 34-219 and the Wing Supplement by allowing consumption of alcoholic beverages at the Fun Day	OPR, AFI 34-219 and Wing Supp. (D3) Subject (D2)	AFI 34-219 (E1) Wing Supp. (E2)	

Using the Proof Analysis

Work the proof analysis as you progress through the investigation, modifying it as necessary based on the testimony and evidence gathered. Review it before each interview to determine which documents and objects you need the witness to authenticate and discuss. If a witness fails to provide the testimony expected on a particular element, remove the reference to the witness from

that part of the chart. The completed proof analysis will identify the evidence for each element of the allegation and also show where the evidence is lacking. Additionally, it will provide a concise outline for structuring the report's written analysis of the allegation. Used methodically for each allegation, it can be an invaluable organizational and investigatory tool. ♦



SMART CARDS

Tech Sgt. Kelly Godbey
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DSN 246-1980

Data from a mobility folder can now be contained in a single, credit card-sized format.

The Air Expeditionary Force Battlelab at Mountain Home AFB, Idaho, developed the "smart card" and teamed with the 16th Special Operations Wing at Hurlburt Field, Fla., to test it with DPART, the Air Force's new Deployment Personnel Accountability Readiness Tool.

The 16th SOW was a perfect test bed for DPART, according to Maj. Jessie J. Rowe III, 16th Logistics Support Squadron commander. "We were processing two or three large (200 to 300 people) mobility lines per quarter and a total of about 125 deployments per year."

The integrated circuit chip with eight kilobytes of memory on the 16th SOW's "Commando Card" holds virtually all of the same information contained in a bulky mobility folder. With one swipe of the card the status of an individual's mobility records is available, including emergency data, immunization records, small-arms training records, chemical warfare training, self-aid and buddy-care training and more.

"Using the Commando Card has

cut our chalk processing times from 30 minutes down to 5," said Rowe.

With such a dramatic drop in processing times commanders now don't need troops to show up as early to process, improving the quality of everyone's life.

When members arrive at the deployment processing site they swipe their cards through a reader, generating a passenger manifest. In the event that someone needs something, they are immediately notified and proceed directly to that station on the processing line.

Smart cards allow commanders to track unit readiness.

At the push of a button a commander can get an up-to-the-minute look at the deployability of every troop. When you're trying to fill a short-notice tasking you can immediately tell who's ready to go, according to Rowe.

Smart cards, in development for more than a decade, are here to stay. More possibilities being looked at, according to Rowe, include adding on-the-job training records, financial disbursements, tool issue, building entry, computer access, medical and dental records and more.

In December, the Navy will become the lead agency for testing a new 32-kilobyte smart ID card for active-duty, reserve and civilian members, as well as some contractor employees. The 16th SOW will test DPART using the new card beginning in late October. ♦

Smart Card Timeline

- 1993 Air Force Academy, Colo.: Smart cards issued to cadets with monetary credits and to use as library cards.
- 1996 Shaw AFB, S.C.: Supply Asset Tracking System 1 (smart card) debuts, increasing asset tracking, reducing errors and eliminating paper documents
- 1998 Lackland AFB, Texas: Basic trainees issues cards with \$250 in credit to make purchases on base.
- October 1998 Mountain Home AFB, Idaho: AEF Battlelab begins development of DPART.
- November 1999: AEF Battlelab teams with 16th Special Operations Wing, Hurlburt Field, Fla., to test DPART in real-world deployment processing environment.
- February 2000 Barksdale AFB, La.: Aircraft fuel purchases made with new Air Cards.
- April 2000 Shaw AFB: SATS 2 comes online, a tracking system similar to technology used by Federal Express and United Parcel Service.
- April 2000 Eskan Village, Saudi Arabia: Smart cards issued to deployed troops for use in Air Force dining facilities.
- December 2000: The Navy will begin issuing smart ID cards to active-duty, reserve components and selected civilians and contractors as part of a Department of Defense test.

THE GOVERNMENT TRAVEL CARD

You're not leaving home without it

Capt. Christa D'Andrea HQ AFIA/PA

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As of May 1, 2000, all federal employees must use their government travel card in accordance with the Travel and Transportation Reform Act of 1998, according to the Office of the Assistant Secretary of the Air Force (Financial Management and Comptroller).

For the Air Force, this means all active-duty, civilian employees and members of the Air National Guard and Air Force Reserve, while in federal service.

Q: What must I use the card for?

A: The government travel card must be used for lodging, car rentals and airline tickets. Although the card is mandatory for these three expenses, other expenses associated with official travel may be handled with the card or however you'd like. These expenses may include: meals, taxis, parking, or laundry and dry cleaning services.

Q: If I have to use the card for airline tickets, can I use the Internet to purchase them?

A: No. All airline tickets must be purchased through your installation's contracted travel office (CTO).

Q: What happens if I don't use the card? Will I get reimbursed?

A: Keep in mind that not using your government travel card means you are not complying with the law. You will still be reimbursed for your expenses; however, not using the card means you are subject to administrative or disciplinary actions.

Q: Are there any exemptions to the mandatory use policy?

A: There are some exemptions. Those who have been denied a card due to financial irresponsibility receive an automatic exemption. Air Force Academy cadets, Reserve Officer Training Corps cadets, basic military trainees and airmen attending technical training are also exempt. Commanders can make certain exemptions during wartime and national emergencies. However, you are not exempt just because you don't want to use the card.

Q: Once I receive a bill, what are my payment options?

A: You have four options:

- Check the "split disbursement" box on DD Form 1351-2 when filling out your travel voucher. This is the preferred and easiest way. Split disbursement allows you to designate a dollar amount on the travel voucher for finance to send by electronic fund to Bank of America. Any reimbursement left over will be EFT'd into your personal account.
- Pay using your travel reimbursement deposited into your bank account and pay with a personal check.
- Make a payment over the phone by calling 1-800-472-1424.
- Visit any Bank of America branch and pay by personal check.

Remember: Mandatory use of the government travel card is for official travel purposes only!

www.saffm.hq.af.mil

NOTAM 00-2

Highlights of Gen. Michael E. Ryan's second Notice to Airmen this year

Helping Our Recruiters

Recruiting and retaining the right mix of quality officers and airmen is our number one personnel priority. In a booming economy, with less than 4 percent unemployment, it is and will remain an ongoing challenge. Last October, an Air Staff task force was formed to develop and execute several initiatives but your help is needed as well.

Secretary Peters and I announced last fall that they would increase the number of recruiters by almost 20 percent in FY00 and get up to 2,000 by December 2001. These new recruiters are arriving in the field but they need your help to optimize their contributions.

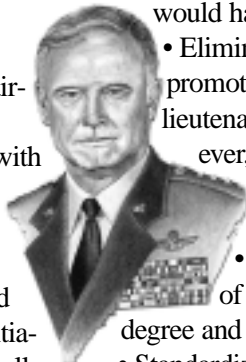
Give your local recruiting office a call and let them know you're ready and willing to assist. The Air Force needs their direct efforts coupled with your strong support if we are to succeed in the extremely competitive recruiting environment.

ADSC Update

Secretary Peters and I chartered an Integrated Process Team (IPT), led by Lt. Gen. Roger DeKok, to review active duty service commitments (ADSCs). The Air Force believed the time was right to do a top-to-bottom scrub of our ADSC policy and procedures, with the goal to simplify and standardize all ADSCs.

The team has now returned with their report, and the Air Force has approved their findings and plan of action. Many ADSCs have been eliminated, and many more have been reduced. Here are the highlights of the changes:

- Elimination of approximately 95 percent of ADSCs for technical training courses. Courses shorter than 20 weeks in length would require no commitment; courses equal to or longer than 20 weeks



would have a three-year commitment

- Elimination of commitments for promotions to the grades of major, lieutenant colonel and colonel; however, those officers must still serve the required time to retire in that grade
- Standardized commitments of three years for a master's degree and five years for a doctorate
- Standardized commitments of three years for advanced flying training
- Standardized commitments of six years for Specialized Undergraduate Navigator Training and Air Battle Management Training

The Air Force believes these and other changes will restore fairness and clarity to the ADSC system. Events requiring commitments are now treated the same, the rules are written so all Air Force members can understand them, and the process will require much less paperwork.

Health Care Proposal

A major issue with Air Force members and their families is health care. This year, both the Administration and Congress are focused on helping the Air Force provide health care to our active-duty airmen, retirees and their families.

The Air Force's top priority is to provide a pharmacy benefit accessible to all Medicare-eligible retirees. This will require legislative changes and sufficient funding. Current demonstrations, should they be extended, will be fully studied

before the Air Force considers making them permanent. For a long-term solution we are making plans to secure dedicated funding to pay for retiree health care. The Air Force is studying the use of accrual funding, much as retirement pay is funded today.

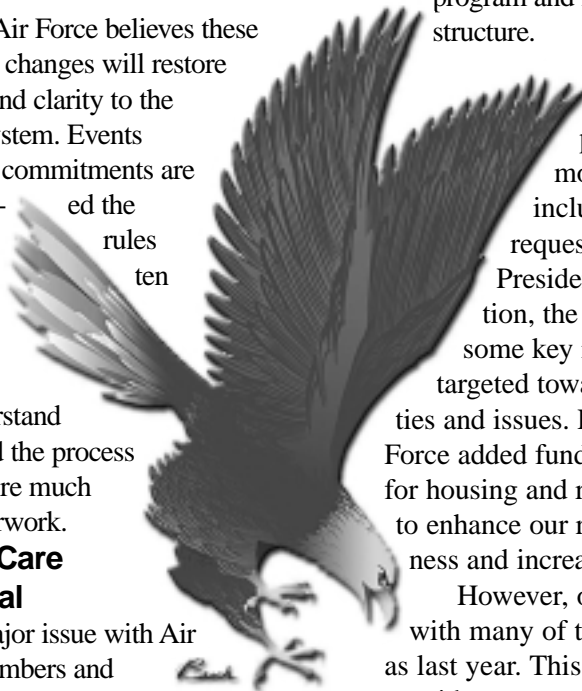
Fiscal '01 Budget Initiatives

Overall, the Air Force budget continues to carefully balance competing priorities of preserving quality of life for our people, meeting today's high OPTEMPO/PERSTEMPO readiness demands, sustaining tomorrow's readiness through a relevant modernization program and maintaining our infrastructure.

The FY01 Budget sustains our people, readiness and modernization gains included in last year's request (FY00/01 President's Budget). In addition, the Air Force has made some key investments that are targeted toward specific capabilities and issues. For example, the Air Force added funds for basic allowance for housing and recruiting advertising to enhance our recruiting effectiveness and increase retention.

However, our budget is filled with many of the same challenges as last year. This budget continues to provide resources to hold readiness levels at the FY00 level. The Air Force needs additional funding to reverse losses it endured in fiscal years 98 and 99.

Finally, the Air Force still faces a significant infrastructure funding shortfall. Our backlog of maintenance and repair continues to grow and our facility replacement cycle is unacceptable. The Air Force will continue to work these issues hard. ♦



IG PROFILES: 2 from AFRC

Capt. Brian "Mac" McHenry

Duty Title: Chief, Safety and Environmental Inspections

Duty Station and Organization: Headquarters Air Force Reserve Command, Robins AFB, Ga.

Air Force Specialty: Aircraft maintenance

Veteran of: Mainly unit compliance inspections for the Air Force Reserve as a process chief and inspector, plus expeditionary operational readiness inspections and environmental compliance assessments (ECAMPs).

Job Description: Ensures processes are in place and being followed so that units meet safety standards set by the federal government, Department of Defense and the Air Force. Ensures findings and observations from internal and external ECAMP assessments are closed in a timely manner and that

the corrective actions will prevent future recurrence.

Plays a part in the Air Force Reserve's mission to safeguard health and the environment.

Also plays the roles of the command's gatekeeper and IG scheduler.

Hometown: Youngstown, Ohio

Years in Air Force: 13

Volunteer Work: Along with rest of IG team, involved with Habitat for Humanity and Christmas in April. Every Christmas they help out a local family with presents, money and food.



Senior Master Sgt.

Michael P. Monroe

Duty Title: Chief Inspector, Communications Systems

Organization: Headquarters Air Force Reserve Command, Robins AFB, Ga.

Air Force Specialty: Comm-Computer Systems

Veteran of: More than 20 unit compliance inspections

Job Description: Reviews, inspects and evaluates processes, providing technical field expertise. As the UCI command, control, communications countermeasure chief inspector, evaluates information assurance

practices, computer systems management, software copyright provisions, and communication electronics reporting and maintenance.

Hometown: Elmira, N.Y.

Years in Air Force: 16

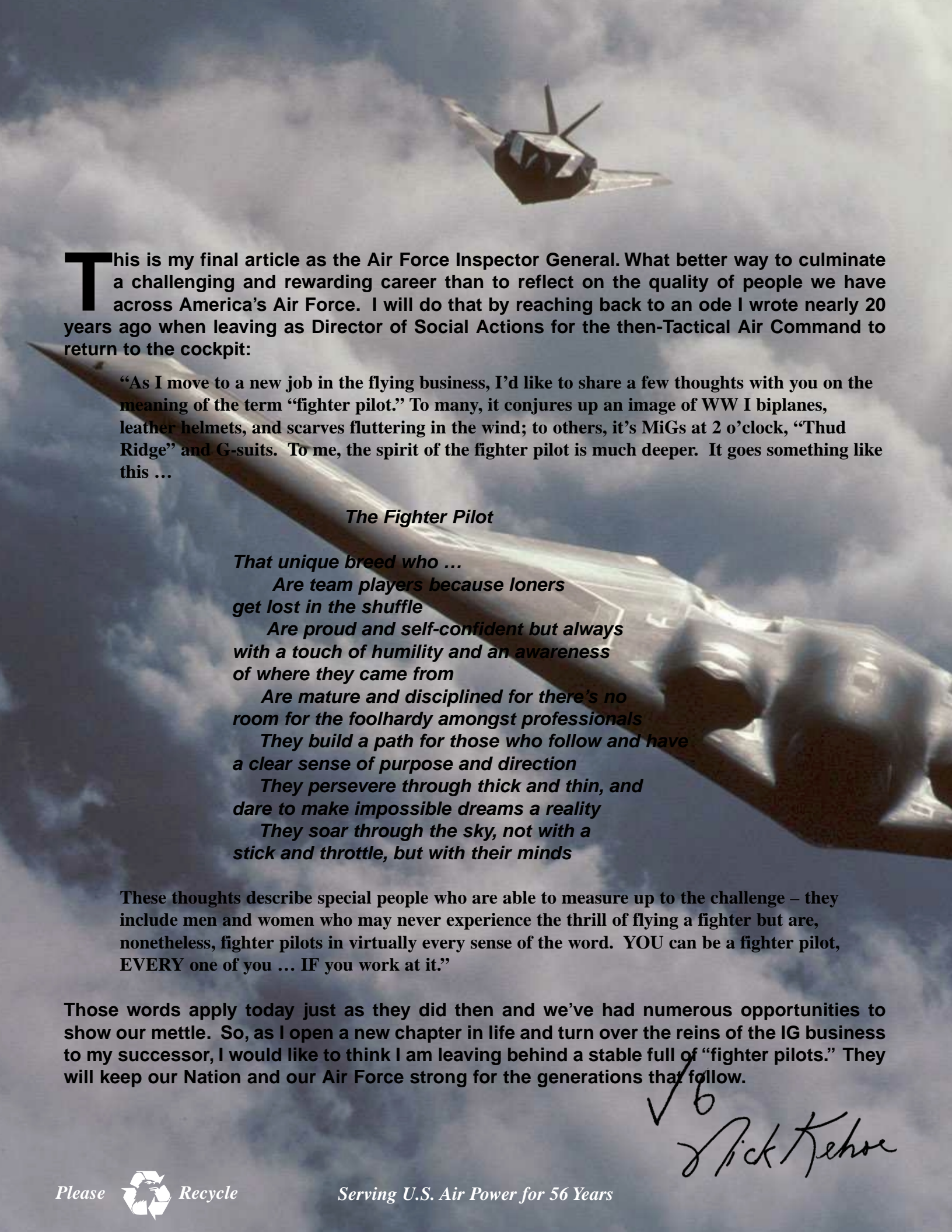
Volunteer Work: Serves terminally ill patients and their families through the Houston County Hospice office.



TIG Bird

Like the T-6 Texan of propeller days, the T-38 Talon is a legend in its own time. That's quite an achievement for an aircraft that's never seen combat. For more, go to:
www.af.mil/news/factsheets/T_38_Talon.html





This is my final article as the Air Force Inspector General. What better way to culminate a challenging and rewarding career than to reflect on the quality of people we have across America's Air Force. I will do that by reaching back to an ode I wrote nearly 20 years ago when leaving as Director of Social Actions for the then-Tactical Air Command to return to the cockpit:

"As I move to a new job in the flying business, I'd like to share a few thoughts with you on the meaning of the term "fighter pilot." To many, it conjures up an image of WW I biplanes, leather helmets, and scarves fluttering in the wind; to others, it's MiGs at 2 o'clock, "Thud Ridge" and G-suits. To me, the spirit of the fighter pilot is much deeper. It goes something like this ...

The Fighter Pilot

That unique breed who ...

*Are team players because loners
get lost in the shuffle*

*Are proud and self-confident but always
with a touch of humility and an awareness
of where they came from*

*Are mature and disciplined for there's no
room for the foolhardy amongst professionals*

*They build a path for those who follow and have
a clear sense of purpose and direction*

*They persevere through thick and thin, and
dare to make impossible dreams a reality*

*They soar through the sky, not with a
stick and throttle, but with their minds*

These thoughts describe special people who are able to measure up to the challenge – they include men and women who may never experience the thrill of flying a fighter but are, nonetheless, fighter pilots in virtually every sense of the word. YOU can be a fighter pilot, EVERY one of you ... IF you work at it."

Those words apply today just as they did then and we've had numerous opportunities to show our mettle. So, as I open a new chapter in life and turn over the reins of the IG business to my successor, I would like to think I am leaving behind a stable full of "fighter pilots." They will keep our Nation and our Air Force strong for the generations that follow.

✓
Stick Kehoe

Please



Recycle

Serving U.S. Air Power for 56 Years